



STATE OF INDIANA

Request for Service 19-018

INDIANA DEPARTMENT OF ADMINISTRATION

**On Behalf Of
Auditor of State**

**Solicitation For:
Process and Requirements Definition Services**

Response Due Date: August 27, 2018

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Procurement Division
402 W. Washington St., Room W478
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SECTION ONE GENERAL INFORMATION AND REQUESTED SERVICES

1.1 INTRODUCTION

In accordance with Indiana statute, including IC 5-22-6, the Indiana Department of Administration (IDOA), acting on behalf of the Auditor of State, requires process and requirements definition services for the Payroll Modernization Project (Project). It is the intent of IDOA to solicit responses to this Request for Services (RFS) in accordance with the descriptions and specifications contained in this document. This RFS is being posted to the IDOA website (<http://www.IN.gov/idoa/2354.htm>) for downloading. Hard copies will not be provided. Neither this RFS nor any response (proposal) submitted hereto are to be construed as a legal offer.

1.2 DEFINITIONS AND ABBREVIATIONS

Following are explanations of terms and abbreviations appearing throughout this RFS. Other special terms may be used in the RFS, but they are more localized and defined where they appear, rather than in the following list.

IAC	Indiana Administrative Code
IC	Indiana Code
Team Members	Respondent employees or sub-contractors who will provide the services
Full Time Equivalent (FTE)	The State defines FTE as a measurement of an employee's productivity on a specific project or contract. An FTE of 1 would mean that there is one worker fully engaged on a project. If there are two employees each spending 1/2 of their working time on a project that would also equal 1 FTE
Other Governmental Body	An agency, a board, a branch, a bureau, a commission, a council, a department, an institution, an office, or another establishment of any of the following: (1) The judicial branch (2) The legislative branch (3) A political subdivision (includes towns, cities, local governments, etc.) (4) A state educational institution
Products	Tangible goods or manufactured items as specified in this RFS

Proposal	An offer as defined in IC 5-22-2-17
Respondent	An offeror as defined in IC 5-22-2-18. The State will not consider a proposal responsive if two or more offerors submit a joint or combined proposal. One entity or individual must be clearly identified as the Respondent who will be ultimately responsible for performance of the contract
Services	Work to be performed as specified in this RFS
State	The State of Indiana
State Agency	As defined in IC 4-13-1, "state agency" means an authority, board, branch, commission, committee, department, division, or other instrumentality of the executive, including the administrative, department of state government
Vendor	Any successful Respondent selected as a result of the procurement process to deliver the products or services requested by this RFS

1.3 PURPOSE OF THE RFS

To support the Project, this RFS includes support services for two activities, 1) Definition and documentation of current Payroll functional and technical processes and 2) Definition and documentation of Payroll requirements. The scope of these activities will include all Payroll related processes and requirements in AOS and those in several stakeholder/partner agencies with unique processes and requirements. The final products for these services will be key components of future Payroll solution and services requests.

1.4 SUMMARY SCOPE OF WORK

Auditor of State Overview

The AOS is responsible for paying all state employees; state police pension recipients; accounting for State funds, creating the State's Comprehensive Annual Financial Report (CAFR); overseeing and disbursing county, city, town, and school tax distributions; and, paying the State's bills. The AOS is also the Administrator of the State of Indiana Deferred Compensation Plan, known as Hoosier S.T.A.R.T.

The AOS Payroll Department pays 30,000+ state employees, 1,600+ police pension recipients and other individuals such as patients at state hospitals. Payroll encompasses all three branches of state government and five additional state entities with separate

tax ID numbers (State of Indiana, Bureau of Motor Vehicles, Indiana State Museum, Indiana State Lottery Commission, and the Indiana State Police Pension Trust). Payments to employees are made primarily by direct deposit or pay card, although weekly checks and manual warrants are processed. There are close to 150 payroll deduction or other earnings codes (DOE Codes) utilized. The department also calculates, withholds, and reports taxes to the appropriate tax authorities. The primary objectives to this project are to use workflow processes, eliminate paper, increase auditing capabilities, and automate Payroll systems.

Business Problem Description

The AOS implemented a Payroll and General Ledger system in 1992 which had very little integration to the State Personnel Department's Human Resources System that was in place at that time. The Human Resources and General Ledger Systems were replaced by PeopleSoft solutions in 2000 and 2009 respectfully.

The payroll solution of 1992 has not been effectively enhanced over the past few years and now faces an end of solution support. Payroll related processes have been constrained making it difficult to prevent operational inefficiency, higher cost, and a higher risk of errors within the AOS and throughout state government. This poses an unacceptable risk for this vital service going forward.

While AOS and partner agencies continue efforts to improve processes, achieve efficiencies and drive taxpayer benefits, the current solution does not provide an acceptable long-term foundation.

Payroll Modernization Project Overview

The Project that will include the modernization and transformation of business processes, technology and services supporting state payroll. The Project is expected to drive significant tangible and intangible benefits.

Due to the size, complexity and potential impact, the project will be executed as two major initiatives, 1) The first is the definition of future state business processes, solutions, and implementation services (Future State Definition Initiative or FSDI), and 2) The second is the implementation of the defined future state business processes, solutions, and services (Implementation Initiative).

The current scope of FSDI, which will drive the scope of the Implementation Initiative, includes the following major activities:

- Review and document current functional and technical business processes,
- Assess strategy and commitment for current ERP technology,
- Define project, functional and technical requirements,
- Evaluate and select the new payroll solution and implementation services,
- Define future state business processes,
- Negotiate all technology and services contracts,
- Implementation planning and preparations Services to be provided

Functional and Technical Process Definition Services

The functional and technical process definitions will enable AOS and stakeholders to understand the current processes and will provide potential solution and implementation partners with an accurate understanding of the current payroll related processes. The process definitions will include all payroll related processes including AOS payroll department, finance related, time and labor, human resources and related processes that extend into several stakeholder/partner agencies with unique processes and requirements.

The functional and technical process definition work products will include, at a minimum, an enterprise payroll process diagram and definitions, an enterprise architecture diagram and definitions, payroll related functional and technical process diagrams and definitions, and payroll related sub-process definitions to the key task level. The final products will become attachments for future solution and services requests.

Requirements Definition Services

The requirements definitions will enable AOS and stakeholders to understand the current and future payroll related requirements and provide potential solution and implementation partners with an accurate understanding of the minimum payroll related requirements. The requirements definitions will include requirements for all payroll related processes including AOS internal payroll, finance related, time and labor, human resources and those that extend to all state agencies.

The requirements definition work products will include all payroll related project, functional and technical requirements. Project requirements are expected to include project management, change management, testing, training, and others. Functional requirements are expected to include all payroll related processes described above. Technical requirements are expected to include architecture, service levels, interfaces, data conversion, security, and others. The final products will become attachments for future solution and services requests.

1.5 RFS OUTLINE

The outline of this RFS document is described below:

Section	Description
Section 1 – General Information and Requested Products or Services	This section provides an overview of the RFS, general timelines for the process, and a summary of the products/services being solicited by the State/Agency via this RFS
Section 2 – Proposal	This section provides instructions on the format

Preparation Instruction	and content expected in the RFS Proposal.
Section 3 – Proposal Evaluation Criteria	This sections discusses the evaluation criteria to be used to evaluate respondents’ proposals
Attachment A	Confidentiality Agreement (CA)
Attachment B	Sample Contract

1.6 RFS QUESTION/INQUIRY PROCESS

All questions/inquiries regarding this RFS must be submitted via email by the deadline of **12:00 Noon Eastern Time on August 14, 2018**. Questions/Inquiries may be submitted via email to gbaker@auditor.in.gov and must be received by the time and date indicated above.

Following the question/inquiry due date, AOS personnel will compile a list of the questions/inquiries submitted by all Respondents. The responses will be posted to the IDOA website according to the RFS timetable established in Section 1.23. The question/inquiry and answer link will become active after responses to all questions have been compiled. Only answers posted on the IDOA website will be considered official and valid by the State. No Respondent shall rely upon, take any action, or make any decision based upon any verbal communication with any State employee.

Inquiries are not to be directed to any staff member of AOS. Such action may disqualify Respondent from further consideration for a contract resulting from this RFS.

If it becomes necessary to revise any part of this RFS, or if additional information is necessary for a clearer interpretation of provisions of this RFS prior to the due date for proposals, an addendum will be posted on the IDOA website. If such addenda issuance is necessary, AOS or the Procurement Division may extend the due date and time of proposals to accommodate such additional information requirements, if required.

1.7 DUE DATE FOR PROPOSALS

RFS proposals must be received at the email address gbaker@auditor.in.gov by the AOS no later than **12:00 noon Eastern Time on August 27, 2018**. Proposal emails should have a subject line “AOS Request for Process and Requirement Definition Services”. All documents submitted must be in Microsoft Word, Microsoft Excel, or Microsoft Project format. Unnecessarily elaborate brochures or other presentations, beyond those necessary to present a complete and effective proposal, are not desired.

No more than one (1) proposals per Respondent may be submitted.

The State accepts no obligations for costs incurred by Respondents in anticipation of being awarded a contract.

1.8 PRE-PROPOSAL CONFERENCE

It is the decision of the State that no pre-proposal conference is required for this RFS.

1.9 MODIFICATION OR WITHDRAWAL OF OFFERS

Modifications to responses to this RFS may only be made in the manner and format described in Section 1.6 and clearly identified as a modification.

The Respondent's authorized representative may withdraw the proposal, via email, prior to the due date. Proper documentation and identification will be required before the Procurement Division will release the withdrawn proposal.

1.10 LENGTH OF SERVICE AND PRICING

Pricing on this RFS must be firm and remain open for a period of not less than 180 days from the proposal due date.

The length of services expectations and completion targets are as follows:

- 1) Definition and documentation of current Payroll related functional and technical processes should be completed in the first 45 days of the engagement targeting completion by October 31, 2018. To facilitate the length of service target, current payroll related process documentation will be assembled and available to the service provider upon initiation of these services.
- 2) Definition and documentation of future Payroll related project, functional and technical requirements should be completed by January 31, 2019.

Pricing should be provided as a fixed-bid for each of the two services based on the expected length of services. The possibility exists for the services to be extended beyond the length of service and deadline expectations. Pricing should also include a committed hourly rate for possible extensions to the length of services or target deadlines.

Respondents will not be prevented from bidding on future Payroll Modernization service requests.

1.11 PROPOSAL CLARIFICATIONS AND DISCUSSIONS, AND CONTRACT DISCUSSIONS

The State reserves the right to request clarifications on proposals submitted to the State. The State also reserves the right to conduct proposal discussions, either oral or

written, with Respondents. These discussions could include request for additional information, request for cost or technical proposal revision, etc. Additionally, in conducting discussions, the State may use information derived from proposals submitted by competing respondents only if the identity of the respondent providing the information is not disclosed to others. The State will provide equivalent information to all respondents which have been chosen for discussions. Discussions, along with negotiations with responsible respondents may be conducted for any appropriate purpose.

The Procurement Division will schedule all discussions. Any information gathered through oral discussions must be confirmed in writing.

A sample contract is provided in Attachment B. Any requested changes to the sample contract must be submitted with your response. The State reserves the right to reject any of these requested changes. It is the State's expectation that any material elements of the contract will be substantially finalized prior to contract award.

1.12 BEST AND FINAL OFFER

The State may request best and final offers from those Respondents determined by the State to be reasonably viable for contract award. However, the State reserves the right to award a contract on the basis of initial proposals received. Therefore, each proposal should contain the Respondent's best terms from a price and technical standpoint.

Following evaluation of the best and final offers, the State may select for final contract negotiations/execution the offers that are most advantageous to the State, considering cost and the evaluation criteria in this RFS.

1.13 REFERENCE SITE VISITS

The State has determined that reference site visits are not necessary

1.14 TYPE AND TERM OF CONTRACT

The State intends to sign a contract with one Respondent to fulfill the requirements in this RFS.

The term of the contract shall be for a period of one (1) year from the date of contract execution. There may be additional extensions at the State's option.

1.15 CONFIDENTIAL INFORMATION

Respondents are advised that materials contained in proposals are subject to the Access to Public Records Act (APRA), IC 5-14-3 *et seq.*, and, after the contract award, the entire

RFS file may be viewed and copied by any member of the public, including news agencies and competitors. Respondents claiming a statutory exception to the APRA must place all confidential documents in separate files clearly marked "Confidential" and must indicate in the Cover Letter and in the name of the file that confidential materials are included. The Respondent must also specify which statutory exception of APRA that applies. The State reserves the right to make determinations of confidentiality. If the Respondent does not identify the statutory exception, the Procurement Division will not consider the submission confidential. If the State does not agree that the information designated is confidential under one of the disclosure exceptions to APRA, it may seek the opinion of the Public Access Counselor. Prices are not confidential information.

1.16 TAXES

Proposals should not include any tax from which the State is exempt.

1.17 PROCUREMENT DIVISION REGISTRATION

In order to receive an award, you must be registered as a bidder with the Department of Administration, Procurement Division. Therefore, to ensure there is no delay in the award all Respondents are strongly encouraged to register prior to submission of their response. Respondents should go to www.in.gov/idoa/2464.htm .

1.18 SECRETARY OF STATE REGISTRATION

If awarded the contract, the Respondent will be required to register, and be in good standing, with the Secretary of State. The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations and limited liability companies. Information concerning registration with the Secretary of State may be obtained by contacting:

Secretary of State of Indiana
Corporation Division
402 West Washington Street, E018
Indianapolis, IN 46204
(317) 232-6576
www.in.gov/sos

1.19 COMPLIANCE CERTIFICATION

Responses to this RFS serve as a representation that it has no current or outstanding criminal, civil, or enforcement actions initiated by the State, and it agrees that it will immediately notify the State of any such actions. The Respondent also certifies that neither it nor its principals are presently in arrears in payment of its taxes, permit fees

or other statutory, regulatory or judicially required payments to the State. The Respondent agrees that the State may confirm, at any time, that no such liabilities exist, and, if such liabilities are discovered, that State may bar the Respondent from contracting with the State, cancel existing contracts, withhold payments to setoff such obligations, and withhold further payments or purchases until the entity is current in its payments on its liability to the State and has submitted proof of such payment to the State.

1.20 EQUAL OPPORTUNITY COMMITMENT

It has been determined that there is no expectation of minority and woman business enterprises subcontracting opportunities on a contract awarded under this RFS.

1.21 MINORITY & WOMEN'S BUSINESS ENTERPRISES RFS SUBCONTRACTOR COMMITMENT

It has been determined that there is no expectation of minority and woman business enterprises subcontracting opportunities on a contract awarded under this RFS.

1.22 AMERICANS WITH DISABILITIES ACT

The Respondent specifically agrees to comply with the provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 *et seq.* and 47 U.S.C. 225).

1.23 SUMMARY OF MILESTONES

The following timeline is only an illustration of the RFS process. The dates associated with each step are not to be considered binding. Due to the unpredictable nature of the evaluation period, these dates are commonly subject to change. At the conclusion of the evaluation process, all Respondents will be informed of the evaluation team's findings.

Activity	Date
Project Request for Services posted on IDOA site	August 10, 2018
Deadline for Vendors to Submit Written Questions/Inquiries to gbaker@auditor.in.gov	August 14, 2018 12:00noon EDT
AOS Answers to Written Questions posted on IDOA site	August 17, 2018 17:00 EDT
Proposals Due to AOS at gbaker@auditor.in.gov	August 27, 2018 12:00noon EDT
Evaluation of Proposals Completed	September 4, 2018
Presentations for Short-Listed Proposals Completed	September 7, 2018
Services Awarded	September 7, 2018
Services Start	On or before September 15, 2018

SECTION TWO PROPOSAL PREPARATION INSTRUCTIONS

2.1 GENERAL

To facilitate the timely evaluation of proposals, a standard format for proposal submission has been developed and is described in this section. All Respondents are required to format their proposals in a manner consistent with the guidelines described below:

- Each item must be addressed in the Respondent's proposal.
- The Cover Letter must be in the form of a letter.

2.2 COVER LETTER

The Cover Letter must address the following topics.

2.2.1 Agreement with Requirement in listed in Section 1

The Respondent must explicitly acknowledge understanding of the general information presented in Section 1 and agreement with any requirements/conditions listed in Section 1.

2.2.2 Summary of Ability and Desire to Supply the Required Services

The Cover Letter must briefly summarize the Respondent's ability to supply the requested services that meet the requirements defined in this RFS. The letter must also contain a statement indicating the Respondent's willingness to provide the requested services subject to the terms and conditions set forth in the RFS including, but not limited to, the State's mandatory contract clauses.

2.2.3 Signature of Authorized Representative

A person authorized to commit the Respondent to its representations and who can certify that the information offered in the proposal meets all general conditions including the information requested in Section 2, must sign the Cover Letter. **In the Cover Letter, please indicate the principal contact for the proposal along with an address, telephone and fax number as well as an e-mail address, if that contact is different than the individual authorized for signature.**

2.2.4 Respondent Notification

Respondents will be notified via e-mail addresses used to submit proposals.

It is the Respondent's obligation to notify the Procurement Division of any changes in any address that may have occurred since the origination of this solicitation. The Procurement Division will not be held responsible for incorrect vendor/contractor addresses.

2.2.5 Other Information

This item is optional. Any other information the Respondent may wish to briefly summarize will be acceptable.

2.3 BUSINESS PROPOSAL

The Business Proposal must address the following topics.

2.3.1 Company Information

This section of the business proposal must be used to introduce or summarize any information the Respondent deems relevant or important to the State's successful acquisition of the services requested in this RFS.

The RFS must include the legal name of your company, street address, legal incorporation status, name of subsidiaries, company size, parent company, and how long the company has been in business. Identify and describe the range of services your company provides and your company's key focus area(s).

Please provide a summary of your proposal including Team Members, services, assumptions and pricing

2.3.2 Contract Terms/Clauses

A sample contract that the state expects to execute with the successful Respondent(s) is provided in Attachment B. This contract contains both mandatory and non-mandatory clauses. Mandatory clauses are listed below and are non-negotiable. Other clauses are highly desirable. It is the State's expectation that the final contract will be substantially similar to the sample contract provided in Attachment B.

In your Cover Letter please indicate acceptance of these mandatory contract terms (see section 2.2.2). In this section please review the rest of the contract and indicate your acceptance of the non-mandatory contract clauses. If a non-mandatory clause is not acceptable as worded, suggest specific alternative wording to address issues raised by the specific clause. If you require additional contract terms please include them in this section. To reiterate it's the State's strong desire to not deviate from the contract provided in the attachment and as such the State reserves the right to reject any and all of these requested changes.

The mandatory contract terms are as follows:

- Authority to Bind Contractor
- Contractor Role and Responsibility
- Period of Performance / Term of Contract
- Compliance with Laws
- Drug-free Workplace Provision and Certification
- Funding Cancellation
- Indemnification and Defense
- Insurance
- Governing Laws
- Non-discrimination clause
- Payments
- Penalties/Interest/Attorney's Fees
- Non-collusion and Acceptance

Any or all portions of this RFS and any or all portions of the Respondents response may be incorporated as part of the final contract

2.3.3 Confidentiality Agreement

Please provide a full description of Confidentiality Agreement provisions your company or Team Members will not be able to accept.

2.3.4 References

The Respondent must include a list of three (3) clients for whom the Respondent has provided services that are the same or similar to those services requested in this RFS in the past 24 months.

The Respondent should include a brief description of the scope of services provided to the customer and the duration of the services. Information provided should include the name, address, and telephone

number of the client facility and the name, title, and phone/fax numbers of a person who may be contacted for further information. The State reserves the right to contact clients of the respondent other than those provided in the proposal and to use the information gained from them in the evaluation process.

2.3.5 Registration to do Business

Secretary of State

If awarded the contract, the Respondent will be required to be registered, and be in good standing, with the Secretary of State. The registration requirement is applicable to all limited liability partnerships, limited partnerships, corporations, S-corporations, nonprofit corporations and limited liability companies. The Respondent must indicate the status of registration, if applicable, in this section of the proposal.

Department of Administration, Procurement Division

Additionally, respondents must be registered with the IDOA. This can be accomplished on-line at <http://www.in.gov/idoa/2464.htm>.

The IDOA Procurement Division maintains two databases of vendor information. The Bidder registration database is set up for vendors to register if you are interested in selling a product or service to the State of Indiana. Respondents may register on-line at no cost to become a Bidder with the State of Indiana. To complete the on-line Bidder registration, go to <http://www.in.gov/idoa/2464.htm>. The Bidder registration offers email notification of upcoming solicitation opportunities, corresponding to the Bidder's area(s) of interest, selected during the registration process. Respondents do need to be registered to bid on and receive email notifications. Completion of the Bidder registration will result in your name being added to the Bidder's Database, for email notification. The Bidder registration requires some general business information, an indication of the types of goods and services you can offer the State of Indiana, and locations(s) within the state that you can supply or service. There is no fee to be placed in Procurement Division's Bidder Database. To receive an award, you must be registered as a bidder. Problems or questions concerning the registration process or the registration form can be e-mailed to Amey Redding, Vendor Registration Coordinator, aredding@idoa.in.gov, or you may reach her by phone at (317) 234-3542.

2.3.6 Authorizing Document

Respondent personnel signing the Cover Letter of the proposal must be legally authorized by the organization to commit the organization contractually. This section shall contain proof of such authority.

2.3.7 Subcontractors

The Respondent is responsible for the performance of any obligations that may result from this RFS, and shall not be relieved by the non-performance of any subcontractor. Any Respondent's proposal must identify all subcontractors and describe the contractual relationship between the Respondent and each subcontractor. Either a copy of the executed subcontract or a letter of agreement over the official signature of the firms involved must accompany each proposal.

Any subcontracts entered into by the Respondent must be in compliance with all State statutes, and will be subject to the provisions thereof. For each portion of the proposed products or services to be provided by a subcontractor, the technical proposal must include the identification of the functions to be provided by the subcontractor and the subcontractor's related qualifications and experience.

The combined qualifications and experience of the Respondent and any or all subcontractors will be considered in the State's evaluation. The Respondent must furnish information to the State as to the amount of the subcontract, the qualifications of the subcontractor for guaranteeing performance, and any other data that may be required by the State. All subcontracts held by the Respondent must be made available upon request for inspection and examination by appropriate State officials, and such relationships must meet with the approval of the State.

The Respondent must list any subcontractor's name, address and the state in which formed that are proposed to be used in providing the required products or services. The subcontractor's responsibilities under the proposal, anticipated dollar amount for subcontract, the subcontractor's form of organization, and an indication from the subcontractor of a willingness to carry out these responsibilities are to be included for each subcontractor. This assurance in no way relieves the Respondent of any responsibilities in responding to this RFS or in completing the commitments documented in the proposal.

2.3.8 Experience Serving State Governments or Similar Organizations

Each Respondent is asked to please provide a brief description of your company's experience in serving state governments and similar clients.

Please describe the experience and expertise of your Team Members that uniquely qualifies them to provide the requested services and include the complete resumes for the Team Members.

2.3.9 Examples of Process and Requirements Documentation Similar to Those Being Requested

Each Respondent is asked to please provide examples of process and requirements definition documents developed by their organization that are similar to those being requested and indicative of those to be delivered to fulfill the services for this RFS.

2.4 INDIANA ECONOMIC IMPACT

It has been determined that there is no expectation of Indiana Economic Impact on a contract awarded under this RFS.

2.5 BUY INDIANA INITIATIVE/INDIANA COMPANY

It has been determined that there is no expectation of Buy Indiana Initiative on a contract awarded under this RFS.

SECTION THREE PROPOSAL EVALUATION

3.1 PROPOSAL EVALUATION PROCEDURE

The State has selected a group of Auditor of State personnel to act as a proposal evaluation team. Subgroups of this team, consisting of one or more team members, may be responsible for evaluating proposals with regard to compliance with RFS requirements. All evaluation personnel will use the evaluation criteria stated in Section

The procedure for evaluating the proposals against the evaluation criteria will be as follows:

- 3.1.1 Each proposal will be evaluated for adherence to requirements on a pass/fail basis. Proposals that are incomplete or otherwise do not conform to proposal submission requirements may be eliminated from consideration.
- 3.1.2 Each proposal will be evaluated on the basis of the categories included in Section 3.2. A point score has been established for each category.
- 3.1.3 Based on the results of this evaluation, the qualifying proposal determined to be the most advantageous to the State, taking into account all of the evaluation factors, may be selected by IDOA and the Auditor of State for further action, such as contract negotiations. If, however, IDOA and the Auditor of State decide that no proposal is sufficiently advantageous to the State, the State may take whatever further action is deemed necessary to fulfill its needs. If, for any reason, a proposal is selected and it is not possible to consummate a contract with the Respondent, IDOA may begin contract preparation with the next qualified Respondent or determine that no such alternate proposal exists.

3.2 EVALUATION CRITERIA

Proposals will be evaluated based upon the proven ability of the Respondent to satisfy the requirements of the RFS in a cost-effective manner. Each of the evaluation criteria categories is described below with a brief explanation of the basis for evaluation in that category. The points associated with each category are indicated following the category name (total maximum points = 100).

If any one or more of the listed criteria on which the responses to this RFS will be evaluated are found to be inconsistent or incompatible with applicable federal laws, regulations or policies, the specific criterion or criteria will be disregarded, and the

responses will be evaluated and scored without taking into account such criterion or criteria.

Summary of Evaluation Criteria:

	Criteria	Points
1	Quality of overall proposal	15
2	Quality of corporate experience and stability	20
3	Quality of Team Member experience and references	25
4	Cost	20
5	Quality of short-list presentations	20
	Total	100

All proposals will be evaluated using the following approach.

Step 1

The proposals will be scored based on Criteria 1, 2, 3 and 4 ONLY. This scoring will have a maximum possible score of 80 points. All proposals will be ranked on the basis of their combined scores for Criteria 1, 2, 3 and 4 ONLY. This ranking will be used to create a “short list” of proposals for 1 or more respondents. Any proposal not making the “short list” will not be considered for any further evaluation. Cost scores will be normalized to one another, based on lowest cost proposal evaluated. The lowest cost proposal receives a total of 20 points. The normalization formula is as follows:

$$\text{Respondent's Cost Score} = (\text{Lowest Cost Proposal} / \text{Total Cost of Proposal}) \times 20$$

Step 1 may include one or more rounds of proposal discussions.

Step 2

The Respondents for the short-listed proposals will then be asked to present their proposals, including BAFO pricing, to AOS. The Respondents and proposals will then be evaluated based on the entire evaluation criteria outlined in the table above.

If the State conducts additional rounds of discussions and a BAFO round which lead to changes in the proposal for the short-listed Respondents, their scores will be recomputed.